



DEA 360 STRATEGY REACH AND IMPACT REPORT: TAMPA

JUNE 2020





Table of Contents

ii	Executive Summary
iii	Lessons Learned
1	Introduction
8	Partnerships and Collaboration
15	Community-Based Activities/Outreach
21	Youth Events
28	Media Outreach
44	Lessons Learned
47	Appendix A. Methodology
49	Appendix B. Glossary of Terms
50	Appendix C. Additional Media Metrics
51	Appendix D. Endnotes



Executive Summary

BACKGROUND

In response to the rising number of opioid-related deaths, DEA launched its 360 Strategy in 2015 with the purpose of helping tackle the deadly cycle of prescription opioid misuse and heroin use. In summer 2018, DEA selected Tampa, Florida, as one of its next DEA 360 cities. The goal of DEA 360 is to address the growing opioid epidemic from three perspectives: (1) law enforcement, (2) diversion control, and (3) community outreach. Four program facilitators were engaged to implement the DEA 360 community outreach strategy across all funded cities.

PURPOSE OF THIS REPORT

This report describes the methods and results of an assessment of the reach and impact of community outreach activities of the DEA 360 Strategy in Tampa. Results are based on a summary of metrics compiled from each program facilitator, as well as from interviews with community partners from across the region.

DEA 360 IN TAMPA

The community outreach component of DEA 360 in Tampa included the following key activities:

- Stakeholder meeting
- Kickoff press conference
- Television media visits
- DEA Youth Dance Program in three elementary schools
- Train-the-trainer events for community stakeholders
- Youth leadership training
- Parent coach training
- 16-week WakeUp Tampa media campaign
- Two digital billboards
- Tampa Youth Summit

Key results of the assessment are divided into several sections related to partnerships and collaboration, public awareness and community outreach, youth activities, and media outreach.

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Lessons Learned

The following section provides a summary of key themes and recommendations based on what worked during the implementation of DEA 360 in Tampa.



Rely on the expertise of coalitions and local organizations

DEA should continue to rely on the expertise of local coalitions who have a depth of expertise and familiarity in the community.



Promote appropriate messaging to the community

Across multiple sectors, respondents stressed the importance of knowing and connecting with the intended audience. DEA was able to incorporate feedback from community stakeholders to adjust messaging to meet their needs.



Maintain ongoing communication

Individuals directly involved in the planning of DEA 360 activities were complimentary of the process and DEA's ability to bring together relevant parties. DEA should ensure they are providing consistent information and adequate notice to other community stakeholders related to upcoming events to promote a wide reach of 360 activities.



Address the reputation and perception of DEA

Community respondents reflected on the perception of DEA in the community. DEA was able to build trust among the community in order to recruit participants for upcoming events.



Provide opportunities for training and education

DEA should continue to seek out opportunities to reach community members to provide training and education. In Tampa, several respondents described the Center on Addiction trainings as a major success because they provided individuals with information in the community where they live.



Include individuals with a personal connection

Personal connection is vital to engaging individuals and helping community members to recognize the impact of the opioid epidemic. DEA should identify additional opportunities to expand on the parent coach training model to include individuals with lived experience. The parent coach training was a particularly well-received opportunity.



Develop culturally appropriate resources

The local DEA office advocated for the development of resources in English and Spanish. The local office found opportunities to reach Spanish-speaking residents, but were limited by not having accompanying resources. DEA should consider the development of culturally appropriate resources that meet the needs of the communities being served.



Introduction

To deepen its response to the opioid crisis, DEA launched its 360 Strategy in 2015. The 360 Strategy focuses on three approaches to address prescription opioid misuse and heroin use through law enforcement, diversion, and community outreach. In 2018, DEA funded Tampa, Florida, as a DEA 360 city. This report describes the results of an assessment of the reach and impact of the community outreach strategy, which focuses on prevention through local partnerships that empower communities to engage with neighborhoods especially affected by the opioid crisis. Four program facilitators are engaged to implement the DEA 360 Strategy across all funded locations. These program facilitators are Community Anti-Drug Coalitions of America (CADCA), Center on Addiction (formerly known as the Partnership for Drug-Free Kids), A. Bright Idea, and the DEA Educational Foundation.

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- Tampa Youth Summit

OVERVIEW OF THE REPORT

This report uses metrics compiled from the four program facilitators and eight interviews with key program partners in Tampa, as well as from an interview with the Assistant Special Agent in Charge (ASAC). The report provides context to the opioid crisis in the United States and in Tampa in particular, and it discusses strategies implemented in Tampa related to (1) partnerships and collaboration, (2) community-based activities, (3) youth activities, (4) media outreach and communication, and (5) lessons learned. The final section includes recommendations for improving DEA 360 implementation in other locations. In 2019, as part of the DEA 360 Strategy Performance Analysis Project, DEA contracted with ICF, a research and consulting firm, to evaluate the DEA 360 Strategy as implemented in Tampa and to produce a reach and impact report for the city.

OPIOIDS IN THE UNITED STATES

Fatal and nonfatal opioid overdoses continue to be a national public health crisis. In 2017, 47,600 Americans died as a result of an overdose involving opioids.¹ Emergency department visits for opioid overdoses rose 30 percent in all parts of the United States from July 2016 through September 2017.² In response to the growing problem, the President declared a public health emergency in 2017 and issued a national call to action in 2018. The Presidential call to action encompasses:

- Reducing demand and overprescription;
- Reducing the supply of illicit drugs; and
- Helping those with substance use disorders through evidence-based treatment and recovery support.

DEA's 360 Strategy aligns with these overarching goals to respond to the public health emergency.

THE DEA 360 STRATEGY

The federal government implemented the DEA 360 Strategy in response to the rising number of opioid-related deaths in the United States. The strategy aims to stop the deadly cycle of prescription opioid misuse and heroin and fentanyl use. The DEA 360 Strategy takes a three-pronged approach:

1. Coordinated **law enforcement** actions against drug cartels and heroin traffickers in specific communities.
2. **Diversion control** enforcement actions against DEA registrants operating outside the law and long-term engagement with pharmaceutical drug manufacturers, wholesalers, pharmacies, and practitioners.
3. **Community outreach** through local partnerships that empower communities to take back affected neighborhoods after enforcement actions and prevent the same problems from cropping up again.

DEA announced implementation of the DEA 360 Strategy in November 2015 and launched DEA 360 in Tampa in November 2018. ASAC Michael Furgason, of DEA's Miami Field Division, and Rod Cunningham, the Community Outreach Specialist contracted by DEA, oversaw the on-the-ground implementation of key activities in Tampa. Tampa was the 16th city to deploy the 360 Strategy.

DEA 360 STRATEGY COLLABORATING PARTNERS

DEA 360 was implemented through a collaboration of national partners and various community- and state-level organizations. To carry out the DEA 360 Strategy in Tampa, DEA relied on ASAC Furgason to serve as the liaison between DEA headquarters, the national partners, and the state and local community partners. During implementation in Tampa, the local DEA office established partnerships with community organizations and representatives from various sectors, including the state government, faith-based community, schools, prevention community, and local law enforcement.

DEA 360 STRATEGY NATIONAL PARTNERS



Community Anti-Drug Coalitions of America

Since 1992, CADCA has been the premier membership organization representing those working to make their communities safe, healthy, and drug-free.* CADCA brings its expertise in building effective community coalitions and facilitating valuable dialogues to the initiative to empower communities and support demand reduction. CADCA's mission is to strengthen the capacity of community coalitions to create and maintain safe, healthy, and drug-free communities by providing technical assistance and training, public policy advocacy, media strategies and marketing programs, conferences, and special events.

DEA 360 Tampa responsibilities included supporting the Tampa Youth Summit.



Center on Addiction

In 2019, the Partnership for Drug-Free Kids merged with Center on Addiction to change the way the nation addresses addiction. The merger combined the complementary assets and expertise—as well as deep history and credibility—of two of the country's leading resources on substance use and addiction. Their approach relies on empowering families, advancing effective care, shaping public policy, and changing culture.†

DEA 360 Tampa responsibilities included community education train-the-trainer events, parent coach training, and media visits.



DEA Educational Foundation

Established in 2001, the DEA Educational Foundation educates the American public on the various costs and consequences of drugs on society through support of the educational programs and the operation of the DEA YDP around the country.‡ By reaching out to America's schools under the powerful name of DEA and the DEA Educational Foundation, the DEA YDP will inspire youth with healthy and drug-free messages and will encourage them to exercise and express themselves artistically.

DEA 360 Tampa responsibilities included facilitating dance classes at three schools to empower kids and to teach them focus and discipline through positive mentorship.



A. Bright Idea

Established in 1996, A. Bright Idea is a multimedia organization with experience in public affairs, graphic design, and strategic communication for government, commercial, and nonprofit clients. They bring expertise in strategic communication, graphic and logo design, print collateral, and outreach materials.

DEA 360 Tampa responsibilities included developing an identity in Tampa—A. Bright Idea built a strategic communication plan and developed and ran the 16-week WakeUp Tampa campaign, including the development of the name and execution of creative assets.

* CADCA. Our Mission. Accessed from <https://www.cadca.org/about-us> on October 14, 2019.

† Center on Addiction. From our CEO: We're Merging With Partnership for Drug-Free Kids. Accessed from <https://www.centeronaddiction.org/the-buzz-blog/we%E2%80%99re-merging-partnership-drug-free-kids> on January 15, 2019.

‡ DEA Educational Foundation. About the Foundation. Accessed from <https://www.deaeducationalfoundation.org/about> on October 14, 2019.

METHODS AND DATA SOURCES

At DEA's direction, ICF assessed the 360 Strategy in Tampa using a mixed-method approach, with quantitative and qualitative data. Specifically, the ICF research team collected, organized, and analyzed quantitative metrics received from DEA's program facilitators. ICF also conducted and analyzed qualitative data from phone interviews with local partners in Tampa.

Quantitative Data

DEA's four program facilitators, along with local partners who participated in phone interviews, shared relevant quantitative metrics data related to their deliverables during and after the implementation year (November 2018–November 2019). Examples of data shared are news articles with mentions of DEA 360, summary documents of media metrics, counts of participants, and photos from DEA 360 events.

Qualitative Data

ICF conducted nine qualitative interviews to gather information on DEA 360 program implementation in Tampa, partners and collaboration, facilitators and barriers to implementation, and lessons learned. Respondents included ASAC Furgason and eight local partners identified by the ASAC.

REACH AND IMPACT REPORT RESEARCH QUESTIONS

The report highlights key findings to respond to the following research questions:

- What strategies were used to encourage collaboration in Tampa?
- What was the impact of these collaboration efforts on sustainability or scalability?
- What outreach strategies were used in Tampa? What were the key messages/calls to action shared with the community? What were the numbers reached for the various outreach activities?
- Who was trained via the DEA 360 Strategy in Tampa?
- How has the DEA 360 Strategy been sustained in Tampa? What has been the lasting impact of the DEA 360 Strategy in Tampa?
- What were the lessons learned based on DEA 360 in Tampa?

OPIOID USE IN FLORIDA

The Tampa DEA office reported that 13 percent of all opioid-related deaths in the United States occur in Florida. Florida saw a significant increase of nearly 6 percent in the rate of drug overdose deaths between 2016 (23.7 per 100,000 residents) and 2017 (25.1 per 100,000 residents).³ A substantial number of deaths in 2018—3,727—were attributed to opioid-related overdoses.⁴ The use of synthetic opioids, namely fentanyl, has been a huge contributor to the problem in Florida, with rates especially high in the Tampa Bay area.

“Originally we found that when fentanyl first came on the scene, that dealers started spiking other drugs, particularly heroin, with the fentanyl. And the end users noticed that there was a difference in the high. Eventually they were able to figure out that it was fentanyl. Then, instead of just asking for heroin mixed with fentanyl, they started asking for pure fentanyl. So I think the intensity of the high, the cheap nature of heroin, and the fentanyl out in the streets has unfortunately fueled the epidemic.”

— Community respondent



Pill Mills: Gateway to the Opioid Crisis in Florida

An article in the Tampa Bay Times cites “pill mills” or “pill clinics” as the gateway to the opioid crisis in Florida.⁵ Beginning in the 1990s and into the early 2000s, these clinics allowed patients to access pain medication without a diagnosis or prescription. As federal policies and border security tightened across the country after the 2001 terrorist attacks, opioid dealers looked for alternatives for their supply. Consumers even came in from other states to access the “quick and easy pain relief” advertised on highway billboards. In 2010, over 500 million pills, primarily oxycodone, were sold in Florida alone. In that same year, 90 of the nation’s top 100 opioid prescribers were Florida doctors. As soon as law enforcement closed one clinic, patients would find another location for drugs.

“If we closed down one clinic, you could watch the patients, literally a wave, go to another physician by word of mouth. It was a cash-pay business, and it was a big business.”

— Chief operating officer for
the National Association of Drug Diversion Investigators

In 2011, administrators shifted their focus to addressing this problem through stricter drug laws and regulations, law enforcement dedicated to closing pill clinics, and the launch of a narcotics tracking system. After the “pill mills” closed, people sought relief from other sources, like heroin and fentanyl, which has contributed to more recent surges in opioid misuse.

Hillsborough, Manatee, Pasco, and Pinellas Counties

In 2019, DEA 360 was implemented in four neighboring Tampa Bay counties: Hillsborough, Manatee, Pasco, and Pinellas. The DEA ASAC noted that more than 5 million people are served in this region. A law enforcement partner noticed that the opioid trend appeared to start in Manatee County and gradually migrated north to Pasco County. This area can be accessed by water or land, with many possible routes for drugs to come in and out of these communities.

A Tampa News Channel 8 report detailed the opioid crisis in Florida and highlighted data compiled by DEA.⁶ Tampa Bay received **410 million pills between 2006 and 2012**, with **Hillsborough, Manatee, Pasco, and Pinellas counties** all receiving more opioids per person than the national average.

Hillsborough County incorporates the city of Tampa and is the largest county in this four-county initiative. There were 222 opioid overdose deaths reported in Hillsborough County in 2018.² The Hillsborough Opioid Task Force reported a 24 percent increase in mortality between 2012 and 2017.⁷



Manatee County reported 115 and 71 opioid-related deaths in 2017 and 2018, respectively.² Fentanyl use was involved in a considerable portion of deaths in Manatee County, more than for other counties in the state.⁸



Pasco County reported 133 opioid-related deaths in 2018.² The Purple Flag Project, a county fire rescue project committed to increasing opioid awareness, reported data from 2016 indicating that Pasco County had a mortality rate of 20.7 per 100,000 residents, which was the highest overdose rate of any county in Florida.⁹ Residents in Pasco County were 1.7 times more likely to die from an opioid overdose than in other counties in the state.

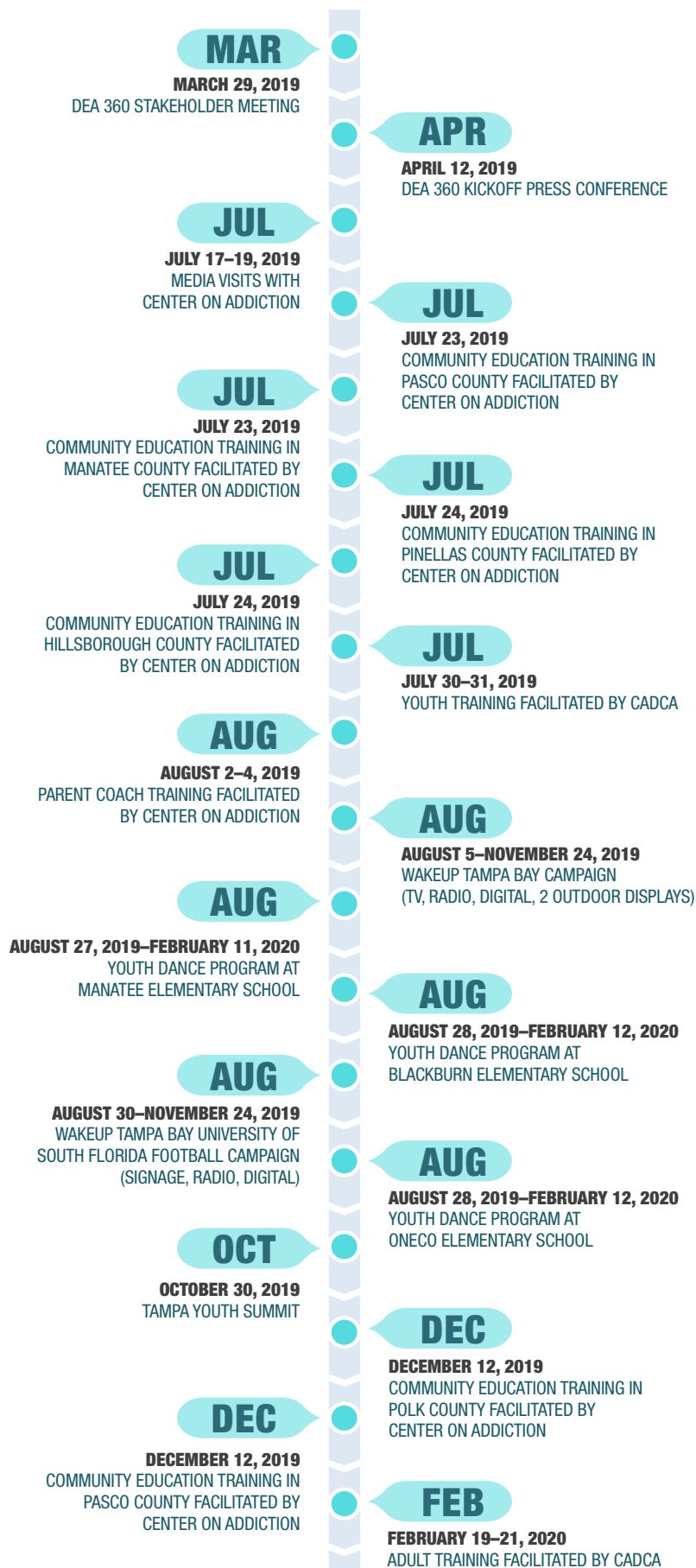


Pinellas County reported an increase in the opioid overdose rate by more than 75 percent within three years, with 138 opioid-related deaths in 2015 and 255 deaths in 2018.²



DEA 360 STRATEGY IN TAMPA

DEA implemented DEA 360 in Tampa starting on April 12, 2019. The following timeline highlights key events during this implementation year.





Partnerships and Collaboration

RELYING ON COALITION EXPERTISE

In advance of the official launch of DEA 360 in Tampa, CADCA contacted the Hillsborough County Anti-Drug Alliance on behalf of DEA to participate and support the 360 initiative. DEA then reached out to three additional coalitions in the Tampa Bay region to include Manatee, Pasco, and Pinellas counties to expand the initiative in the region. Partners appreciated the expansive reach of the DEA 360 program to include multiple affected communities. As a community respondent noted: “I think pulling from those four counties, which are some of the bigger ones or the most impacted ones, really allowed it to represent Tampa Bay as a whole and not just Tampa specifically, which I think was great.”

These coalitions had a depth of expertise in the community, a strong network of organizations, and previous involvement with the local school districts. The coalitions were instrumental in supporting DEA 360 program activities.

DEA relied extensively on the expertise and existing networks of the coalitions. Several coalition members described the mutual respect felt by DEA representatives.

“We really are ... engrained in the community, so we always have our ear to the ground. We’re talking with the Sheriff’s office. We know where those hot spots are. We know where target populations are that are experiencing opioid use, and what schools and youth might be at higher risk, and so on.”

– Community respondent

TAMPA BAY COALITIONS



Hillsborough County Anti-Drug Alliance (HCADA)

Since 1989, HCADA has been actively supporting “law enforcement, the court system, prevention agencies, and substance treatment providers.” HCADA has been working with DEA on Drug Take Back Day events for the past several years. <http://hcada.com/about-us>



Drug Free Manatee

Founded in 2001, the organization develops community partnerships that implement comprehensive, evidence-based environmental strategies to prevent and reduce substance abuse while promoting health and wellness throughout the county, especially among youth. <https://drugfreemanatee.org>



Pasco Alliance for Substance Addiction Prevention (ASAP)

Founded in 2006, ASAP conducts evidence-based and data-driven environmental strategies to help create sustainable drug use behavior change at the community level. <http://pascoasap.com/about/who-we-are>



Live Free Substance Abuse Prevention Coalition of Pinellas County

Since 2003, Live Free has been working to reduce youth substance abuse through building “public awareness, advocacy, education, and healthy solutions.” <http://pinellascoalition.com/about>

“I think that it raised the volume to the voice of the coalition ... because the coalitions are folks that are maybe in the nonprofit, volunteer-based, for the most part—I think it really gave tools to help energize and raise the volume of their voice. To showcase what the need was, what the gap was, and how we as a community can come together to make these little changes in order to affect the change.”

– Community respondent

LAUNCHING DEA 360 IN THE COMMUNITY

On April 12, 2019, DEA hosted a press conference at the Julian B. Lane Park River Center to launch the DEA 360 Strategy for the community. The press conference introduced the initiative to the community and demonstrated wide-reaching, cross-sector support for DEA 360. The speakers were:

- DEA Assistant Special Agent in Charge, Mike Furgason
- U.S. Attorney for the Middle District of Florida, Maria Chapa Lopez
- Florida Attorney General, Ashley Moody
- Hillsborough County Sheriff, Chad Chronister
- Hillsborough Medical Examiner's Office, Chief Forensic Toxicologist Dr. Julia Pearson
- Florida Department of Law Enforcement, Mark Brutnell
- Office of the State Attorney 13th Judicial Circuit, Andrew Warren
- Hillsborough County Anti-Drug Alliance, Ellen Snelling
- Pasco Sheriff's Office, Captain Mike Jenkins
- Elks Drug Awareness Program, Kent Gade
- Tampa Underground Church, Pastor George Wood
- Victoria Siegel Foundation, David and Jackie Siegel

“DEA 360 attacks the drug epidemic from every angle. We go after the bad guys, and we educate the good guys.”

– ASAC Furgason, during the DEA 360 press conference

Source: <https://www.youtube.com/watch?v=bu8ZHI2HoA0>



COLLABORATION AND PLANNING

Over the course of the year, a group of representatives—including members from the four participating coalitions, law enforcement, and local partners—participated in weekly planning meetings. These virtual meetings were facilitated by HCADA. Participants noted that the meetings were very well organized and had high engagement among participants. The meetings were beneficial because they allowed all the organizations to make adjustments quickly and ensure that participants were accountable. Respondents noted great mutual respect among the planning committee members—there was deep trust, and members consistently had a “higher goal” in mind and focused on the ultimate success of the event.

EXPANDING THE REACH OF DEA 360

DEA’s relationship with the coalitions proved to be mutually beneficial. DEA relied on the coalitions to disseminate information via newsletters and online networks. The coalitions were able to recruit participants for key events and trainings. As a result of these existing relationships, DEA was able to connect directly with community members and organizations who had a vested interest.

Coalition members noted that DEA 360 helped them expand their existing relationships and networks and enhance their reach in the community. A coalition member noted that having DEA’s support helped provide legitimacy to the problem. DEA helped “attack that problem from a national strength perspective. And to put it bluntly, there were some people who just did not return our call until the DEA was involved. So there was a national momentum that some people were like, ‘Oh, if you’re a local coalition, you can do only so much.’ But when they heard we were partnered with DEA, well, maybe I would take your phone call. Maybe I will come out and help.”



New Relationships

As a result of DEA 360, coalition members developed new relationships with the Elks and Lions clubs.

Coalition members noted that a major benefit of the 360 Strategy was the connection among the four local coalitions. While they had not worked together previously, the four coalitions worked closely to support DEA 360 activities, such as the parent training and the youth summit. These conversations focused on logistical coordination and provided an opportunity to discuss, as one member described, “what issues we were facing in the community, getting participation. What some of our successes were and where people were going to get that support, which was helpful.”



Expanded or Enhanced Relationships

DEA 360 supported the expansion of existing relationships. Coalitions previously had relationships with individual schools and would conduct outreach on a school-by-school basis. However, a community respondent described that “when DEA 360 came on board and we pulled in one of the school district staff members at the district level, that kind of gave us even more access than what we had been able to do in times past.”

COMMUNITY-BASED PARTNERSHIPS

DEA 360 in Tampa had expansive multi-sector partnerships. They relied on local expertise to share information and resources with the community.

Key sectors involved in DEA 360 Tampa:

- Anti-drug coalitions
- Law enforcement
- School districts
- Substance misuse treatment organizations
- Businesses
- Health care organizations
- Faith-based organizations
- Civic organizations
- Nonprofit organizations
- Elks Lodge
- Lions Club
- Local county commissioners
- Department of Juvenile Justice
- Keiser University
- Florida Army National Guard
- University of South Florida
- Pinellas County Health Department
- Pasco-Hernando State College

The DEA representative's ability to work with people across sectors—including law enforcement, health care, and behavioral health—was a major asset to connecting people and delivering DEA's message through various forums. Throughout the year, a DEA representative was invited to participate in monthly community meetings, education forums, panel sessions, and community-based presentations.

Special initiatives to support cross-promotion



Department of Juvenile Justice (DJJ)

A DEA representative attends monthly board meetings with DJJ. DJJ is in the process of refining its procedures for arresting young people by enhancing considerations for mental health needs and ensuring partnerships with treatment providers.



University of South Florida (USF-Health)

DEA continues to support USF-Health's initiative to support faith-based organizations in addressing the opioid crisis.



Florida National Guard

DEA and the Florida National Guard frequently volunteer together and share educational materials. Both organizations present at the other's events.

Law enforcement

The DEA 360 effort in Tampa emphasized a united front from federal, state, and local law enforcement to address the opioid epidemic. DEA had a longstanding relationship with local law enforcement in the Tampa Bay area. Similar to the focus of DEA 360, local law enforcement had been working to identify strategic partnerships with community-based organizations and enhanced surveillance to address the opioid epidemic. Prior to the introduction of DEA 360, the sheriff's office had instituted a monthly product that helped to highlight overdoses using existing data sources. This monthly intelligence product included hour-by-hour data by location, drug type, and other factors. This report is used by law enforcement to make decisions on resource allocation.

Representatives from the sheriff's office were regularly invited to speak at DEA 360 events, such as the kickoff, Center on Addiction training activities, and youth summit. A community respondent noted that having law enforcement at community events was a major positive and indicated "that they were wanting to be a part of the solution." A representative from a local law enforcement agency noted that DEA 360 helped them enhance their goals.

“We’ve expanded our strategy over the last couple of years, and we feel like DEA 360 helps with that as well. It not only trains—it provides prevention seminars for youth. But then it also provides educational seminars that help really bring education to the community, prevention techniques, identification of resources. When we learned that DEA 360 was coming into our area we were thrilled because we know how important that is.”

– Law enforcement partner



SUMMARY

DEA relied extensively on the four county coalitions to reach individuals with vested interest in addressing the opioid epidemic. The coalitions had a depth of expertise and ties to the community. They were able to successfully disseminate information, recruit participants for events, and support the coordination of DEA 360 events, such as the youth summit and the Center on Addiction trainings. DEA was also very successful in demonstrating a commitment to local initiatives by partnering with community-based organizations.





Community-Based Activities/Outreach

DEA partnerships and collaboration resulted in expanded outreach and education to professionals and residents across the four-county area. The DEA 360 team conducted six adult opioid trainings, parent coach training, Strategic Prevention Framework bootcamp for coalition members, and presentations and outreach for a variety of audiences. In addition, DEA partnered with the attorney general and local community partners for National Prescription Drug Take Back Day. Through these efforts, DEA 360 helped raise awareness about the scale of the opioid epidemic; enhance knowledge; build community partnerships to address the opioid problem; and decrease the amount of unused drugs in the hands of Tampa Bay residents.

COMMUNITY EDUCATION TRAININGS

The Center on Addiction facilitated six community education train-the-trainer sessions across five counties for DEA 360 in Tampa in 2019:



ATTENDEES 97	JULY 23 at the Land O'Lakes Community Center in Pasco County	ATTENDEES 50	JULY 23 at the Manatee Community Foundation in Manatee County
ATTENDEES 30	JULY 24 at the Suncoast Hospice MJL Community Service Center in Pinellas County	ATTENDEES 25	JULY 24 at the Julian B. Lane River Center in Hillsborough County
ATTENDEES 44	DECEMBER 12 at the Southside Baptist Church in Polk County	ATTENDEES 22	DECEMBER 12 at the Trinity Church of Christ in Pasco County

The December 12 trainings were not originally scheduled but were added due to local demand. Attendees at the six trainings represented various sectors serving Tampa, including law enforcement, health professionals, treatment and prevention professionals, and community members with an interest in the issue. Attendees were trained on delivering two presentations they could use to further train stakeholders and beneficiaries in their communities. The two presentations were “Addressing the Opioid Crisis: From Understanding to Action,” tailored to the Tampa context, and “How to Talk With Your Kids About Anything ... (Including Alcohol and Other Drugs),” a standard presentation nationally. “Addressing the Opioid Crisis: From Understanding to Action” discusses the extent of the opioid problem, the definition of opioids, how opioids are misused, their impact on the brain, and action steps to address the issue locally. “How to Talk With Your Kids About Anything ... (Including Alcohol and Other Drugs)” discusses the important role of parents and caregivers, and ways to encourage change and respond to risk behavior. The community education trainings were followed by a training on Narcan (naloxone) administration.

DEA partners and county coalition members attended the trainings to show support and engage with the community.




In addition to conducting trainings in their individual communities, participants disseminated the resources and posted the information on their organization’s website.

Only 15 respondents (about 5 percent of participants) completed a follow-up survey, limiting the representativeness of the findings. Feedback about the trainings was positive, with respondents indicating that the training was well organized and useful. Fourteen respondents indicated they were likely to deliver or organize a DEA 360 presentation in their community. Respondents appreciated the resources, facts, and background information about opioids from the trainings.



Addressing the Opioid Crisis **TAMPA**
From Understanding to Action

- What is the scope of this problem?
- What are opioids? How are they misused and how do they affect the human brain and body?
- What is being done and what more can we do?



“We were asked to participate in the train-the-trainer event, particularly ... to clearly reveal our support for the program and just assist in bringing added credibility to the program and show that we are united. That this is not just DEA acting independently but that the DEA is working with partners.”

– Law enforcement partner

PARENT COACH TRAINING

The Center on Addiction, in collaboration with the Center for Motivation and Change: Foundation for Change, conducted a parent coach training in Tampa, on August 2–4, 2019. The Center partnered with the Hillsborough County Anti-Drug Alliance for this training.

The parent coaching model provides parents struggling with their child's substance use with compassionate support from someone with similar experiences. Volunteer parents or family members who have been personally affected by their child's substance use and are ready to share their time and wisdom with other parents and families are eligible to become a parent coach. Throughout this national program, some parent coaches have children in recovery, some have lost children, and some have children who have relapsed or are actively using. Parent coaches are not required or expected to have a professional background in substance use prevention or counseling.

The parent coach training is based on the Center for Motivation and Change: Foundation for Change's evidence-based principles of the Invitation to Change Approach, a combination of community reinforcement and family training, motivational interviewing, and acceptance and commitment therapy. After the training session, parent coaches commit to six months during which they provide one-on-one support over the phone to other parents whose children are currently struggling with substance use.

All the Tampa parent coaches responded to a post-training survey. All respondents indicated they were satisfied with the overall quality of the workshop and would recommend the workshop to others.

8

PARENTS

TRAINED AS
COACHES

13

CASES

TAKEN BY
THIS COHORT OF
PARENT COACHES

“That parent coaching training was one of the best that I’ve seen and one of the most helpful ... the continued involvement of those parent coaches in supporting other parents around the country. That was the biggest aha for me ... the support that those parent coaches are now able to give to other parents. I think it’s a great model.”

– Community respondent

“I love the peer parent coach training. The Invitation to Change and 20-minute guides ... are all very relevant resources. The access to the websites that I have as a coach, I use those regularly in my day-to-day job. ... [The trainers] were just top-notch. They were great. It makes me want to become a coach like them or a trainer like them, because they just did it so awesome. That was a wonderful training. ... All of these materials that we were given in that class—whenever I take a call I always have all that in front of me so I know how to really guide that person using the materials that they want me to use. It’s been really helpful.”

– Community respondent

STRATEGIC PREVENTION FRAMEWORK

CADCA, partnering locally with the Hillsborough County Anti-Drug Alliance and the Drug Free Manatee Coalition, conducted a training February 19–21, 2020.

22
PARTICIPANTS

**TRAINED IN
THE SPF**

Coalition leaders, community leaders, and public health professionals were invited to the training. Participants belonged to an array of coalitions, including coalitions funded by the Substance Abuse and Mental Health Services Administration (SAMHSA) Drug-Free Communities grant program, SAMHSA's Strategic Prevention Framework State Incentive Grant, and SAMHSA's Sober Truth on Preventing Underage Drinking Act (STOP Act) grant program. Further, participants were from the county Behavioral Health Services, health care system, recovery system, and justice system.

The training is centered on the SAMHSA Strategic Prevention Framework (SPF) problem analysis and strategies for substance misuse prevention within communities. During the training, participants learn how to apply the SPF to community problem solving. The SPF is a five-step planning process for preventing substance use and misuse that incorporates the guiding principles of cultural competence and sustainability.

After the training, there was a substantial increase in respondents who indicated they could explain the impact and root causes of opioid issues, engage their coalitions in the SPF process, recognize individual and environmental strategies, and network with others in the Tampa area. Based on this training, respondents said they would enhance and implement logic models, engage their coalition, and share this information with their colleagues. One respondent mentioned they will “look for opportunities with atypical community members to educate about the opioid misuse problem in our community.” When given the opportunity, one respondent suggested “more practice with logic models and SPF to better translate understanding into action.”

“The strategies that they provided in that training were good—providing information, trying to enhance our skills, and understand the Strategic Prevention Framework and how to interact with others and collaborate. And looking at the logic model piece and how to make that work. It’s always good to have trainings where you can learn new information or do something that you’ve been doing in a different way. So, very effective and the training was very good.”

– Community respondent

COMMUNITY OUTREACH

Throughout DEA 360, DEA representatives presented to an array of audiences. These included the media, law enforcement, coalitions, faith-based communities, and other community stakeholders. These presentations reached more than **1,800 individuals**. Additionally, DEA representatives regularly attended monthly or quarterly meetings for faith-based organizations, law enforcement, schools, detention centers, youth-serving community organizations, and recovery-based community organizations.

NATIONAL PRESCRIPTION DRUG TAKE BACK DAY

National Prescription Drug Take Back Day proved to be a hugely successful event for DEA and the local coalitions. In October 2019, Florida Attorney General Ashley Moody partnered with DEA for the Take Back Day campaign, including launching media outreach about the event. The Attorney General's endorsement helped gain recognition for this initiative and for the overall DEA 360 strategy. Coalition members were engaged across the state to garner local support and help manage drop-off sites. Hillsborough County collected over **11,000 pounds** of medication during the last National Prescription Drug Take Back Day alone. DEA stated that Florida ranks in the top two states for collecting unwanted, unused, and expired prescription medications.



SUMMARY

Community-based training and outreach activities were a highlight of the Tampa DEA 360 Strategy. There were 268 people trained as part of six community train-the-trainer sessions. Five trainings were conducted in the four DEA 360 counties and the sixth was hosted in nearby Polk County to meet local demand. Only 5 percent of the attendees completed the follow-up survey, but the feedback was positive. DEA also received several direct comments about the usefulness and knowledge gained from the training. In addition, SPF training helped mobilize and engage coalition members. Participants increased knowledge on developing strategies to address the opioid problem and expressed appreciation for the training.

The parent coach training was extremely successful and provided a forum for the community to directly support families dealing with drug misuse. The program was well received by community partners as well as participants. Many parent coaches continue to actively serve in this role; community partners hope there will soon be opportunities to train more parents for the role.

DEA representatives reflected on the success of two National Prescription Drug Take Back Days, with Florida ranking in the top two states for prescription drug collection.

DEA 360 reached an additional 1,800 people through presentations and outreach to law enforcement, coalitions, faith-based organizations, schools, and other community stakeholders. In addition, the Tampa DEA 360 team worked to build relationships and increase the awareness of their role by attending the regular meetings of local partners.

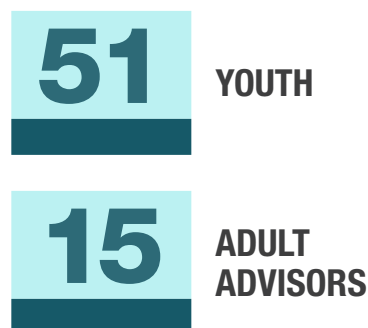


Youth Events

DEA engaged multiple partners in efforts to involve youth and schools in the 360 Strategy in Tampa. Outreach and education activities for youth were at the forefront of the program. These activities included youth leadership trainings, the Tampa Youth Summit, the DEA Youth Dance Program, and other K–12-focused presentations.

YOUTH LEADERSHIP TRAINING

CADCA conducted a two-day youth leadership training with youth ages 14–18. The training took place July 30 and 31, 2019, at Keiser University. Youth participants were from all four target counties and were recruited through the schools. The training focused on the foundations of leadership, the SPF, problem analysis, and strategies for substance misuse prevention among their peers.



What happened after the training?

According to a community partner, youth are using the skills and continuing to build on their leadership training and participation in the youth summit. Students created plans to address challenges in their community. One of the projects, called The Alley, focused on decreasing drug use and smoking at a bowling center. School staff incorporated their ideas into a youth-friendly workshop for this bowling center, as well as for the school.

Youth will follow up with a presentation to the school board about information learned during the trainings and accomplishments to date. They also plan to ask for support to sustain the momentum and work being done in schools.

“My opinions and ideas can make a difference, and now I know how to apply them.”

– Youth Leadership Training attendee

Logistical Coordination for Planning the Youth Leadership Training

Ninety youth were originally expected for the training, but one county did not have transportation available. Community partners reflected on the timing of the event and the effect this had on event participation. It was challenging to recruit students during the summer months and arrange transportation when schools were not in session. “The Youth Ambassador training was a little bit more difficult, just because of when it was,” according to one partner. “So rolling out the program to kind of coincide with the school year, because it is pretty youth-centric, would probably be more beneficial.”

Thirty youth completed a post-training survey. Most respondents agreed or strongly agreed the training taught them how to be a youth leader in their community and stand up for change. All respondents agreed or strongly agreed that the training taught them how to identify what their community needs; what resources their community already has; how to create a logic model or model for change; what evidence-based prevention strategies can affect local conditions; and that they would like to be more involved with prevention work in their communities.

YOUTH LEADERSHIP

What is a CADCA Youth Leadership Training?

Our neighborhoods are facing a drug epidemic. At CADCA, we believe **youth are critical** in saving our communities.

CADCA's Youth Leadership training teaches the steps necessary to create these population-level changes, by empowering **youth as leaders** and their adult advisors to impact change using a proven model of prevention.

Prevention	The Public Health Model	Action Planning	Personal Development
Training in: <ul style="list-style-type: none"> What is Prevention? Why it's important Why youth leaders are a vital part of the process to create change 	<ul style="list-style-type: none"> The Strategic Prevention Framework Problem analysis Risk factors Logic model Intervention strategies 	Training in: <ul style="list-style-type: none"> Crafting a strategic action plan Creating concrete next steps Task delegation 	<ul style="list-style-type: none"> Public speaking Leadership skills Critical thinking Team building Peer-to-Peer training

2 days

Offered at **NO COST** (Lunch included!), attendees are immersed in an engaging and interactive peer-to-peer training, learning effective problem-solving skills, leadership characteristics, challenging their public speaking, and working together as a team to make a difference!

We cannot always build the future for our youth, but we can build our youth for the future.
Franklin D. Roosevelt

CADCA Youth Leadership

July 30-31, 2019 | Tampa Bay, Florida



TAMPA YOUTH SUMMIT

DEA Tampa collaborated with the four-county drug coalitions, school staff, community-based organizations, and other local partners to convene a summit for more than **540 eighth graders** from the four-county area.

The summit was the first of its kind in the Tampa Bay area to bring together students, school personnel, and law enforcement from four different counties. The event, which was held in Hillsborough County because it is centrally located, included students representing a 400-square mile area in Florida.

The Tampa Youth Summit, held on October 30, 2019, aimed to build student knowledge and capacity to influence drug use prevention efforts in their local schools and communities. The planning team selected eighth graders for the event, as it was an opportunity to reach this population at the critical point before high school and possibly before they encountered the subject of drug misuse.

The summit consisted of a full day of activity, with music, food, keynote speakers, breakout sessions, a data impact discussion, and a staged adaptation of *The Wizard of Oz*. The breakout sessions were round-robin groups with former NFL player Randy Grimes, social emotional learning from Lions Quest, dance instruction from DEA Youth Dance Program leaders, and youth leadership training from CADCA. The groups added a behavioral health aspect with a focus on substance use. The summit was an opportunity for youth to learn and obtain resources in a safe and neutral environment.

“The response was phenomenal. Everybody that participated got something from it, from adults to the youth. I heard feedback from teachers who brought some of the youth there that they learned so much at the summit. So it was good all the way around for the adults and the youth.”

– Community respondent



Wizard of Oz Adaptation

“The premise was that Dorothy actually lived with her Auntie Em because her parents died of overdoses. So that was the fictional setting—that Dorothy had been offered opioids before. And the Scarecrow was on a substance, the Lion was on a substance.”

– Community respondent



Youth Leaders at the Summit

While planning for the youth summit, DEA was intentional about including a youth perspective into the content shared throughout the day and creating an engaging and youth-friendly event. They included more than 50 youth leader volunteers who had been trained by school district representatives and by CADCA during the summer youth leadership training. The goal was for these youth leaders to help with logistical coordination throughout the day, such as serving as timekeepers for the facilitators and directing their designated eighth grade team through the venue. In addition, there were several youth speakers, including two youth emcees, a 17-year-old keynote speaker, and several representatives of the leadership seminar from CADCA.

Planning, Communication, and Logistical Coordination of the Youth Summit



Volunteers were essential in implementing the program and engaging the youth throughout the day. It is estimated that 80+ volunteers, representing local nonprofits, members of the coalitions, the Lions Club, and Elks, supported the event's coordination. Responsibilities for the volunteers included registration; the distribution of materials (e.g., vaping/opioid misuse brochures, pens, pencils, journals, backpacks, water bottles, phone holders, stress balls); greeting and escorting speakers throughout the event; coordinating equipment within the venue; photography; and security. Given the scope of the volunteers, and their lack of previous similar experience in coordinating an event of this magnitude, volunteers noted that adult and youth leaders would have benefited from a more formal orientation to their responsibilities leading up to the event.



DEA and coalition representatives had **extensive communication** with the schools within the four-county region. DEA distributed tailored flyers to each school district representative. While some schools were not initially receptive to participating in the event, DEA worked with school representatives to convey the event's importance, determine messaging that mutually met the needs and interests of the schools and DEA, and coordinate logistics, including transportation to the event.



During the day of the event, DEA representatives were **agile to respond to several challenges** as they arose. For example, DEA worked with the hotel to ensure that lunch was available for students who were not previously registered. DEA was clear with all volunteers that no student would be turned away from the event. Similarly, there were nearly 100 students that were late to arrive to the event; DEA quickly pivoted to accommodate these students and modified the agenda accordingly to ensure that students were able to receive as much valuable content as possible.

YOUTH DANCE PROGRAM

The Youth Dance Program (YDP) in Tampa included programs at three elementary schools in Manatee County.

Manatee Elementary School	August 27, 2019 – February 11, 2020
Blackburn Elementary School	August 28, 2019 – February 12, 2020
Oneco Elementary School	August 28, 2019 – February 12, 2020

YDP offers a positive, healthy alternative to drug use through the artistic outlet of dance. This reach occurs through three methods:

- Presenting exciting and interactive professional performances where students receive messages about the importance of staying drug free and healthy, working as a team, taking a “positive” risk in trying something new, and the power of dance to bring joy through physical movement.
- Holding a free dance class series in a safe location where students have the opportunity to work with mentors and focus on working in a positive environment with peers, resisting peer pressure, building self-confidence, and participating in a healthy activity.
- Providing children their own performance opportunities at their schools for an exciting outlet to showcase their hard work and accomplishments.



Though not a typical drug education class, YDP serves as a vehicle to empower kids and to teach them focus and discipline through positive mentorship, all while having the opportunity to express their emotions in a healthy way through dance.

YDP in Tampa was facilitated by Dance University. Dance University is based in Bradenton, Florida, and aspires to create and nurture a love for dance. It aims for each dancer to be deeply encouraged at every stage of dance progression to promote self-esteem, leadership, and team-building skills.

Each program began with a launch assembly for students, parents, and teachers in the schools; DEA staff also attended these assemblies. Additionally, red ribbons were distributed to students during launch assemblies, and the DEA Educational Foundation Regional Manager led the Red Ribbon pledge. In each school, the dance classes met once per week after school for 20 weeks, with between 23 and 27 regular



“The Tampa DEA field office was very supportive of YDP activities, which helped teaching artists and students feel as though they were a part of a greater movement and a larger community that expanded their thinking beyond the borders of their school boundaries.”

– YDP representative

attendees. A curriculum was followed during the classes on topics such as Building Self-Esteem, Team-Building, Self-Expression, Healthy Lifestyle, Responsibility, Resisting Peer Pressure, and Living Your Dreams. At the end of the classes, final assemblies were held in each school for students to demonstrate their work for the school and community. These final assemblies were attended by elementary students, teachers, parents, community members, and DEA staff. Certificates of accomplishment for making positive and healthy choices were presented to all students who completed the program.

Thirty-three students across the three programs in Tampa completed an evaluation of the YDP.

- 100 percent of students sampled said the DEA Youth Dance Program is fun.
- 100 percent of students sampled said that to do well in activities like dancing, schoolwork, and sports, it is important to stay drug free.
- 100 percent of students sampled said that saying “NO” to drugs is cool.

To expand the reach and variety of youth activities, the DEA Educational Foundation plans a Youth Baseball Program in Tampa.

K-12-FOCUSED INITIATIVES

Through DEA 360, DEA provided presentations in schools to share information about the opioid problem and DEA 360 initiatives. For example, a DEA representative gave a presentation on DEA 360 to the Alonso High School criminal justice class in Hillsborough County. In total, the DEA representative gave **22 presentations at middle schools and high schools, reaching 2,119 youth** and 56 adults.

DEA’s relationship with schools was new at the start of the 360 Strategy. This relationship was supported throughout DEA 360 and schools now frequently contact DEA requesting additional presentations.



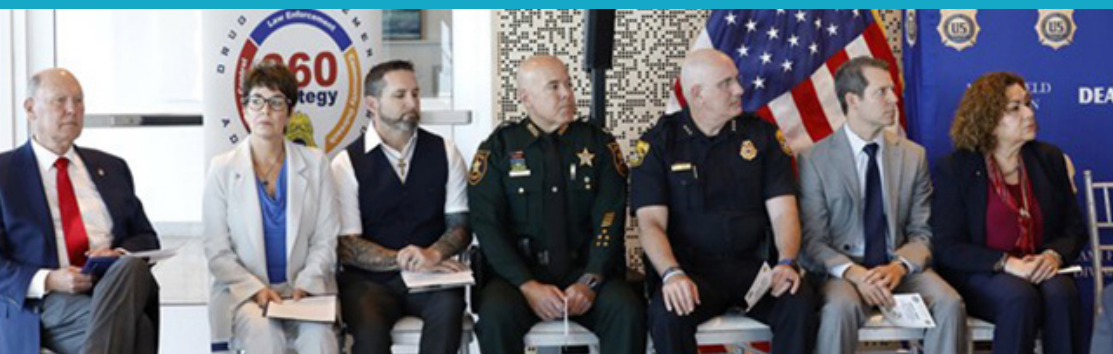
SUMMARY

DEA 360 youth outreach efforts effectively engaged youth across all grade levels and increased their knowledge of opioid misuse. DEA started a new partnership with schools at the beginning of this initiative. The DEA 360 team reached 2,119 middle and high school students and 56 adults through 22 presentations. Now schools continue to make regular requests for DEA to do presentations. Fifty-one youth participated in CADCA's youth leadership training. The training taught them how to stand up for change, how to identify what their community needs, and gave them opportunities to brainstorm ideas and strategies for addressing the opioid problem.

DEA partners generally considered the youth summit's impact to be successful. This summit was the first of its kind within the region and had a large reach within the Tampa Bay area by reaching more than 540 students and 80+ volunteers, and 60 VIPs, entertainers, speakers, and facilitators. Several respondents noted logistical challenges that were faced during the day, but according to members who were more intimately involved in the event's coordination, they were able to quickly adapt to respond to these challenges. DEA was highly cognizant of the importance of youth-friendly messaging and was deliberate to include youth leaders and several youth speakers. Respondents noted that DEA should continue to reflect on the importance of youth-friendly messaging during event promotion as well as in selecting speakers and content for all future events.

The YDP offered a positive and creative outlet for participants at three elementary schools. DEA received overwhelmingly positive feedback from everyone involved in YDP.

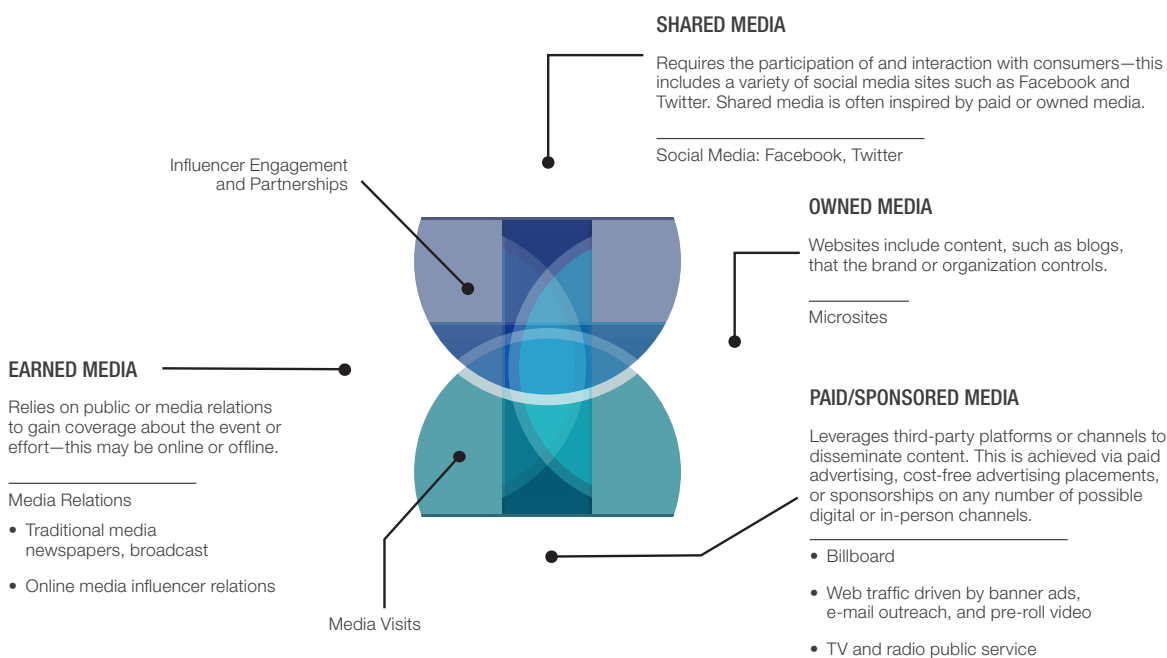




Media Outreach

The DEA 360 Strategy in Tampa involved various media outreach efforts in the Tampa media market—television and radio ads, digital marketing, social media, and a billboard placement—to raise awareness about the opioid epidemic and resources to address the epidemic in the community. In the following section, we present metric results from the four types of media used in Tampa—paid/sponsored, earned, shared (social), and owned (microsites).

Community messaging and media outreach are central to the DEA 360 Strategy. As noted in the A. Bright Idea DEA 360 Strategy Campaign Execution Guide, “The DEA 360 Strategy campaign utilizes a comprehensive communication approach with aggressive public messaging through mass media, television, radio, and social media outlets.”



CAMPAIGN OVERVIEW

In 2019, DEA 360 used several paid and earned media placements and sponsorships to disseminate information to the Tampa Bay area to educate audiences on the dangers and effects of opioid, fentanyl, and methamphetamine addiction. The following tactics were used to reach parents, youth, and individuals struggling with addiction in the community.

- Center on Addiction
 - Media visits and public service announcements (PSAs)
- WakeUp Tampa Bay Paid Media Buy
 - Broadcast: Television and radio coverage
 - Outdoor: Digital billboard units
 - Included an integrated University of South Florida (USF) football and basketball sponsorship
 - Digital: Online and mobile placements
 - Included an integrated USF football and basketball sponsorship

PAID MEDIA

Center on Addiction: Media Visits and PSAs

Media visits were conducted July 17–19, 2019, in coordination with the top broadcast networks in Tampa Bay. Those in attendance included media representatives from WFTS-TV/ABC, WTOG-TV/The CW, WTVT-TV/FOX, WMOR-TV/local programming, and WFLA-TV/NBC. Also attending were representatives from Center on Addiction and DEA 360's ASAC and Community Outreach Specialist. Anne-Judith Lambert, Public Information Officer, DEA Miami Field Division also attended the July meetings.

As inventory allowed, the networks ran no-charge PSAs promoting the Drugfree.org campaigns, featuring the coinciding landing page. Through the duration of the campaign, a total of 2,139 spots ran, delivering an estimated broadcast media value of \$211,675.

WakeUp Tampa Bay Media Buy

The WakeUp Tampa Bay paid campaign, consisting of online and offline media channels, ran for 16 weeks, from August 5–November 24, 2019. It focused on four counties in the Tampa Bay designated market area (DMA): Hillsborough, Manatee, Pasco, and Pinellas. A. Bright Idea placed 2,139 radio and television spots and two digital billboard units, as well as delivered **more than 5 million digital ad impressions, which resulted in approximately 8,376 clicks to the microsite landing page.**

Broadcast: Television and Radio Commercials

Broadcast is a mass-media channel that was used to educate audiences in the Tampa Bay area to visit WakeUp-Tampabay.com to find additional information for addiction resources. Both :15 and :30 television and radio spots were used to generate reach and build frequency. Those spots delivered millions of impressions through the duration of the campaign.

STATIONS	DATE RANGE	SPOT LENGTH	SPOTS	IMPRESSIONS
WTVT-TV	8/19–11/19	:15s and :30s	241	2,894,000
WFTS-TV	8/19–11/19	:15s and :30s	306	1,285,000
BAY NEWS 9	8/19–11/19	:15s and :30s	165	1,338,176
WDUV-FM	8/19–11/19	:15s and :30s	707	9,128,500
WFLZ-FM	8/19–11/19	:15s and :30s	99	801,900
TOTAL TRAFFIC WEATHER NETWORK*	8/19–11/19	:15s and :05s	568	4,418,697
USF BROADCAST RADIO	9/19–11/19	:30s	53	N/A
TOTALS			2,139	19,866,273

* Total Traffic Weather Network consists of the following stations: WBTP, WDAE, WFLA, WFLZ, WFUS, WMTX, and WXTB.

Why This Matters:

Television and radio airings spread broad reach to diverse audiences across a wide geographical area. Broadcast also effectively increases awareness, as consumers are more likely to retain a message presented in audio or video format than from an image alone. Thus, broadcast spots create higher recall than other placements.



Outdoor: Digital Billboard Units

The WakeUp Tampa Bay outdoor buy included two digital billboard units in Hillsborough County. The first digital billboard was located on State Road 580 (Memorial Highway) facing east, which ran for four weeks and resulted in 582,000 impressions. The second digital poster was located on Dale Mabry Highway, facing south. It ran for 12 weeks and resulted in over **823,000 impressions**.



Why This Matters:

Outdoor billboards, both static and digital, are large and grab attention. They deliver high quantities of impressions at a low cost to mass audiences. Further, these units are placed in highly trafficked areas that pinpoint target locations, reaching diverse audiences.



Digital Advertising

Digital media—including desktop and mobile display, paid search, online video, and paid social media ads—played a key role in reaching target audiences and counties in the Tampa Bay DMA. In total, the digital advertising efforts (including those in partnership with USF) delivered nearly **5 million impressions** and over 8,000 clicks to the campaign landing page.

- Paid search ads, while more effective at delivering clicks to the site than other tactics, were pricey, resulting in a \$6.30 average cost per click to site.
- Paid social media placements on Facebook and Instagram achieved more than 2.6 million impressions and 3,080 clicks. Combined Facebook and Instagram ads delivered a click-through rate of 0.11 percent, which is below the industry benchmark of 0.90 percent.
- Online and mobile banner ads generated a 0.14 percent click-through rate, which is below the industry standard of 0.20 percent.

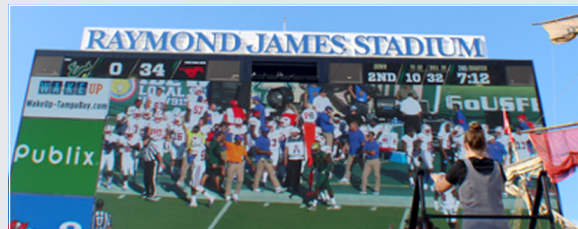


University of South Florida Sports Sponsorship

A sports sponsorship purchased through USF included exterior signage on digital displays during football and basketball games. These in-stadium, LED ribbons and video boards were displayed during home games and rotated with other advertisements and in-game messaging and announcements.

In addition, DEA 360 used digital media on the USF website to include calls to action that encouraged users to visit the website to find additional information.

Through the partnership with USF, there were several banner ads on USF-owned pages. These placements, varying in size on both display and mobile devices, shared impressions and inventory with other advertisers and sponsors. There were **595,772 impressions**, and **67 clicks** (a .01 percent click-through rate).

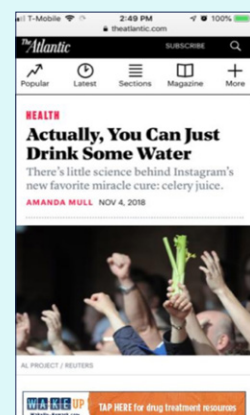


Comprehensive digital media placement delivery metrics are provided here:

TACTIC	IMPRESSIONS	CLICKS	CLICK-THROUGH RATE (CTR)	BENCHMARK CTR
ONLINE/MOBILE DISPLAY	1,621,689	2,300	0.14%	0.20%
PAID SOCIAL MEDIA	2,686,657	3,080	0.11%	0.90%
PAID SEARCH	149,225	2,929	1.96%	0.35%
USF ON-SITE BANNERS	595,772	67	0.01%	N/A
TOTALS	5,053,343	8,376	2.31%	



Mobile Banner Ads



Paid Social Media Placements



Why This Matters:

Digital advertising can be more targeted than offline media, such as broadcast and outdoor units. This approach also decreases wasted impressions and delivers relevant and specific creative messaging to audiences.

Further, the ads link directly to campaign landing pages, helping drive interested users to the site for more information and supplemental resources. Because digital ads are trackable, buys may be optimized regularly and adjusted for peak performance.

Paid Media Glossary

Audience: A group of people identified by a brand for ad-targeting purposes. Facebook and Digital Display, for example, offer custom audiences and tailored audiences, respectively. Some audiences are also known as segments—groups of people that share the same characteristics or took the same online actions.

Awareness: Buying strategy focuses on reach and frequency to target audiences. Key strategy that is gained from delivering mass impressions; results in brand/message recall.

Benchmark: Industry standard for measure/performance across all tactics in the digital space. Benchmarks vary by tactic and can further be identified based on historic performance or overall campaign goals/KPIs.

Clicks: Refers to when one user clicks on an ad and is redirected to specified campaign landing pages.

Click-Through Rate (CTR): Total clicks driven, divided by the total number of impressions served.

Completed View: When a user completes :30 of a video or the full video, whichever occurs first.

Cost per Click (CPC): Total ad spend divided by the total clicks driven.

Cost per Completed View (CPCV): Total ad spend divided by the total completed views.

Cost per Thousand Impressions (CPM): Price of 1,000 individual advertisement impressions purchased.

Cross-Device: Involving multiple screens—laptops, tablets, phones, desktop computers, or televisions. Marketers are trying to understand when their messages reach consumers on different devices throughout the day, identifying users accurately as they switch screens. Cross-device data let marketers avoid repeating messages to the same person on different screens, among other options.

CPC Benchmark: Industry standard expectation for acceptable CPC (cost per click); used for bidding/spend strategies.

CTR Benchmark: Industry standard expectation for acceptable CTR (click-through rate); used for performance goals.

Impression(s) (IMP): Refers to any one ad displayed on any one screen to any individual target audience member.

Key Performance Indicators (KPIs): Standard of measurement identified before campaign launch to determine success across each channel and tactic.

Page View: A page view is counted each time a website page is loaded.

Users: Users who have initiated at least one website visit during the date range.

View Rate: Total completed views/total impressions.

Visits: A visit starts when a user first arrives on a website and ends once the website is exited, after 30 minutes of inactivity, or if bot activity is detected.

SOCIAL MEDIA

Based on a scan of Twitter and Instagram* between March 19, 2019, and February 29, 2020, there were a total of **37 posts** that used #DEA360, #DEA360Strategy, or #DEA360YouthSummit. These resulted in 105 engagements (likes or retweets) and a reach of 176,593.



There were five mentions of the #DEA360YouthSummit hashtag that resulted in a reach of 135,715.

By: Young Middle Magnet@YoungMiddleCPS

Young Middle Magnet @YoungMiddleCPS · Oct 30, 2019
Superintendent @Jeff_Eakins and Chief of Schools @HarrisonPeters talk to students #DEA360YouthSummit #MagnetCountdown #MagnetVision2020 @HillsboroughSch @SDHCMagnet @hcpsMS @HCPsArea4 @HCPSTitle1

3
Retweets
7
Likes



By: HCPS_Gear Up@HCPS_GEARUP

HCPS GEARUP @HCPS_GEARUP · Oct 30, 2019
Students from @EastBayHS and @SpotoSpartans proudly showed their leadership skills as Student Ambassadors for the #DEA360YouthSUMMIT #G4G #HCPs20x20

1
Retweet
3
Likes



*Social media data were provided using native Twitter and Instagram analytics and a social media listening tool called Sprinklr. Sprinklr allows you to search topics or keywords to determine what is being said about an account, brand, or topic and who is engaging in the conversation. It goes deeper than traditional social media analytics, such as likes, comments, or shares, and instead provides insights that allow you to answer strategic questions, discover conversation trends, and better understand your audience. ICF used a location filter to automatically, as well as manually, search for Tampa-specific posts because this timeframe coincided with DEA 360 activities in other states and cities.

EARNED MEDIA

Earned media outreach in Tampa consisted of a campaign kickoff press conference (April 12, 2019), the DEA 360 Youth Summit, National Prescription Drug Take Back Day activities, and notable coverage around a partnership with the Hillsborough County Anti-Drug Alliance. Overall, coverage came from online media outlets, local blogs, and broadcast radio/television clips. Earned media coverage and data were provided using Cision.*

Media Coverage

Earned media coverage consisted of **77 news clips**, reaching a total estimated audience of **4,653,656**.

17	online news articles, reaching	3,882,537	internet users
57	broadcast radio or TV clips, reaching	541,435	viewers and listeners
3	blog posts, reaching	229,684	readers

Earned media coverage consisted of reporting from online media outlets, local blogs, and broadcast radio/television clips. The April 12 campaign kickoff press conference was covered by several local news stations. Bay News 9 covered the initiative extensively, including TV clips featuring quotes from Attorney General Ashley Moody. Bay News 9 also aired TV clips related to the DEA Youth Dance Program (August 28, 2019).

Most stories ran in the Tampa-St. Petersburg (Sarasota) designated market area, with the majority running in Tampa and Pinellas Park, as shown below:

- Bay News 9 (Pinellas Park): 40 broadcast television clips and 3 online stories
- WFLA (Tampa): 6 broadcast radio clips, 4 broadcast television clips, and 1 online story
- WTVT (Tampa): 6 broadcast television clips
- ABC Action News (Tampa): 2 online stories

Kickoff Event/Press Conference

The kickoff and press conference were covered by local television and radio stations, including Bay News 9, WFLA, and WTVT. Each of these stations aired the story about the launch of the DEA 360 Strategy in Tampa multiple times in their daily programming. Most of the reports also mentioned Attorney General Ashley Moody. During the press conference, Attorney General Moody said, “I commend DEA for DEA 360, because they acknowledge that in addition to our law enforcement efforts, we must reach out.” She added, “Make sure that our partners in the addiction communities are there to provide services as needed.” Bay News 9 also shared online versions of the broadcast clip, which was accompanied by an online story.

*Cision is a media monitoring tool that allows communicators to identify and engage with key influencers, determine and distribute meaningful stories, and measure their impact. ICF conducted a Cision search of all news coverage of the DEA 360 program using the keywords DEA 360, Tampa, AG Ashley Moody, Summit, and Youth Dance Program. The time period for earned media analysis was November 1, 2018–February 29, 2020. Full media placements can be found in the appendix.



DEA Launches Bay Area Program to Combat the Opioid Crisis

BY [JOSH ROJAS](#) | HILLSBOROUGH COUNTY
PUBLISHED 4:05 PM ET APR. 12, 2019



TAMPA, Fla. — The Drug Enforcement Agency in the Tampa District Office launched a new program called "DEA 360" on Friday that takes a comprehensive approach at tackling the opioid crisis.

- DEA 360 aims to "go after the bad guys and educate the good guys"
- Will first be rolled out in Hillsborough, Pinellas, Pasco and Manatee counties
- [Previous stories about the opioid crisis](#)
- [More Hillsborough County headlines](#)

"The DEA 360 attacks the drug epidemic from all sides," said Mike Furgason, DEA Tampa Special Agent. "We go after the bad guys and we educate the good guys."

The strategy is a three-pronged approach that includes law enforcement, clinical and community support. Furgason said they want to empower community leaders, faith based organizations and the medical community.



DEA 360 Youth Dance Program

The DEA 360 Youth Dance Program was another driver of press coverage for DEA 360 Tampa. The dance program was held at Manatee Elementary, Blackburn Elementary, and Oneco Elementary once a week for 20 weeks, beginning on August 28, 2019.

Overall, 13 news clips mentioned the Youth Dance Program. Bay News 9 aired a segment mentioning the Youth Dance Program multiple times throughout their daily programming, and ABC Action News posted a story online. One notable mention in the online story was by Joanna Tides of the U.S. Department of Justice.

Recommendations

To improve the visibility of DEA 360 and encourage access to relevant materials through earned media, DEA 360 should:

- Make messaging about DEA 360 and its associated events more consistent. Major events and news clips that took place throughout the program, especially the youth summit, could not be found in searches for related keywords.
- Ensure that partners mention DEA 360 in all their event coverage throughout the campaign.
- Ask for the microsites to be included in online news coverage, as earned media directly drove basically no traffic to any of the sites.

OWNED MEDIA

Three microsites were created for the Tampa DEA 360 Strategy: **WakeUp Tampa**, **Just Think Twice Tampa**, and **Get Smart About Drugs Tampa**.

These sites were intended to provide resources and information related to opioid addiction, as well as to highlight Tampa's awareness, enforcement, and legislative efforts. The websites were intended for people in the Tampa designated market area.

- The **WakeUp Tampa** microsite was the primary destination for almost all of the digital advertisements, PSAs, and other outreach efforts conducted by A. Bright Idea as part of the WakeUp campaign. This microsite served as a landing (entry) page for the other two microsites.
- The **Just Think Twice Tampa** microsite was built primarily for teen audiences. It includes facts about heroin use and prescription drug misuse, resources for users looking to get help, ways to get involved in community programs, true stories of people who previously misused drugs, and recent news items about heroin use and prescription drug misuse in Tampa.
- The **Get Smart About Drugs Tampa** microsite was built primarily for parents, educators, and caregivers. It includes a description of the heroin use and prescription drug misuse problem in Tampa, resources for people seeking help, ways to identify people who may be misusing drugs, ways to get involved at the community level, and recent news on heroin use and prescription drug misuse in Tampa.

A microsite is an individual webpage or a small cluster of pages meant to function as a discrete entity within an existing website or to complement an offline activity.

PAGE VIEWS	The number of times a specific webpage is accessed. A page may be viewed multiple times in a single visit.
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SESSIONS	The number of times the website is accessed.
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USERS	The number of unique individuals who visit the website. Visitors are determined by IP address, so it is possible an individual could count as more than one visitor if he/she visits the website on multiple devices.
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PAGES PER VISIT	The total number of page views divided by the total number of visits.
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BOUNCE RATE	The total number of visits divided by the number of visits that only have one page view.
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AVERAGE SESSION DURATION	The total duration of all visits divided by the total number of visits.
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Data for all microsites were collected using Google Analytics; the time period for the analysis was March 1, 2019–February 29, 2020.

Overview

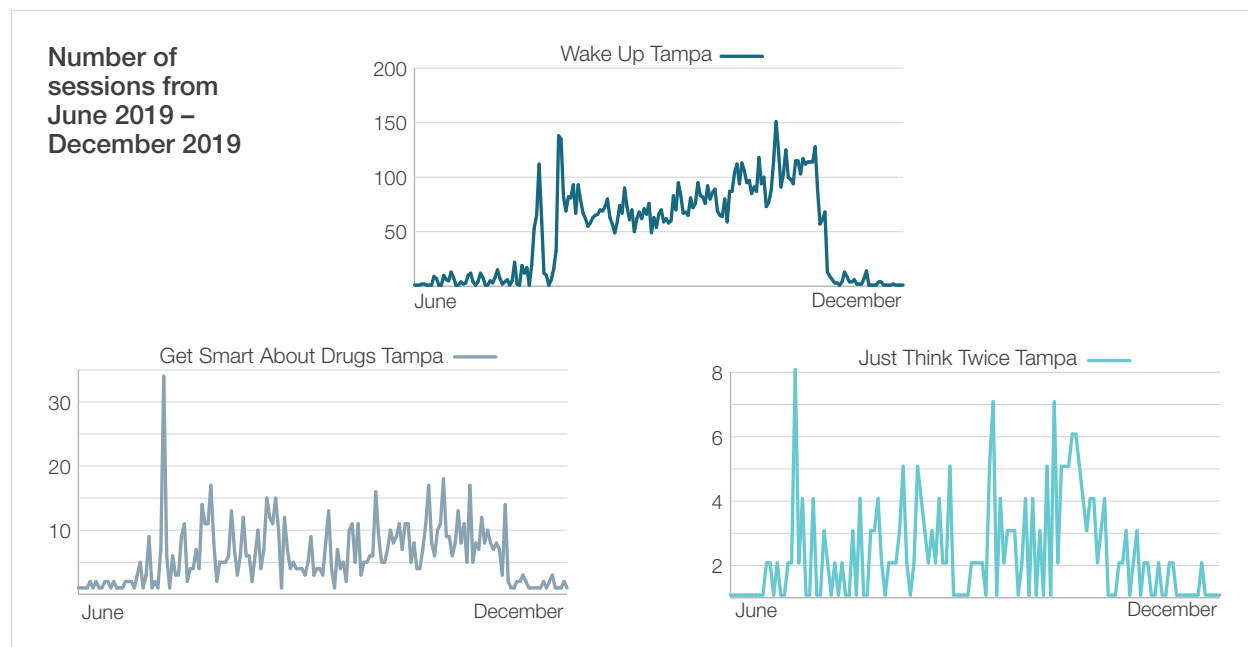
Microsite Visits and Engagement

MICROSITES	PAGE VIEWS	SESSIONS	USERS	PAGES PER VISIT	BOUNCE RATE	AVERAGE SESSION DURATION
WAKEUP TAMPA	11,689	10,059	9,133	1.16	87.16%	0:15
GET SMART ABOUT DRUGS TAMPA	2,521	1,118	828	2.25	60.38%	1:39
JUST THINK TWICE TAMPA	715	366	312	1.95	60.38%	1:28

The WakeUp Tampa site saw the highest amount of traffic among the three sites as it was the primary landing page for campaign efforts. Because the page was intended to direct users to one of two other microsites, the high bounce rate and low site engagement were expected. However, the WakeUp site did not effectively funnel users to either the Get Smart About Drugs Tampa or Just Think Twice Tampa websites. Get Smart About Drugs Tampa had 604 sessions from users coming from the WakeUp site (54 percent of all website sessions) and Just Think Twice Tampa had 62 sessions from users coming from the WakeUp site (17 percent of all website sessions). The 10,059 overall website sessions for WakeUp means only a fraction of users ended up visiting the other microsites once driven to this page. While WakeUp did not drive a lot of sessions, users who arrived on Get Smart About Drugs Tampa and Just Think Twice Tampa from WakeUp had above-average engagement compared to users coming from other sources.

Among the two audience-targeted microsites, Get Smart About Drugs Tampa had many more sessions than Just Think Twice Tampa, although the engagement was about equal on both of these sites (e.g., bounce rate, pages per visit, and average session duration). Overall, engagement on the sites was fair, but could be improved. Compared to industry standards, the bounce rate was slightly high for both sites and average session duration was a bit low, but pages per session was adequate.

Microsite Visitors



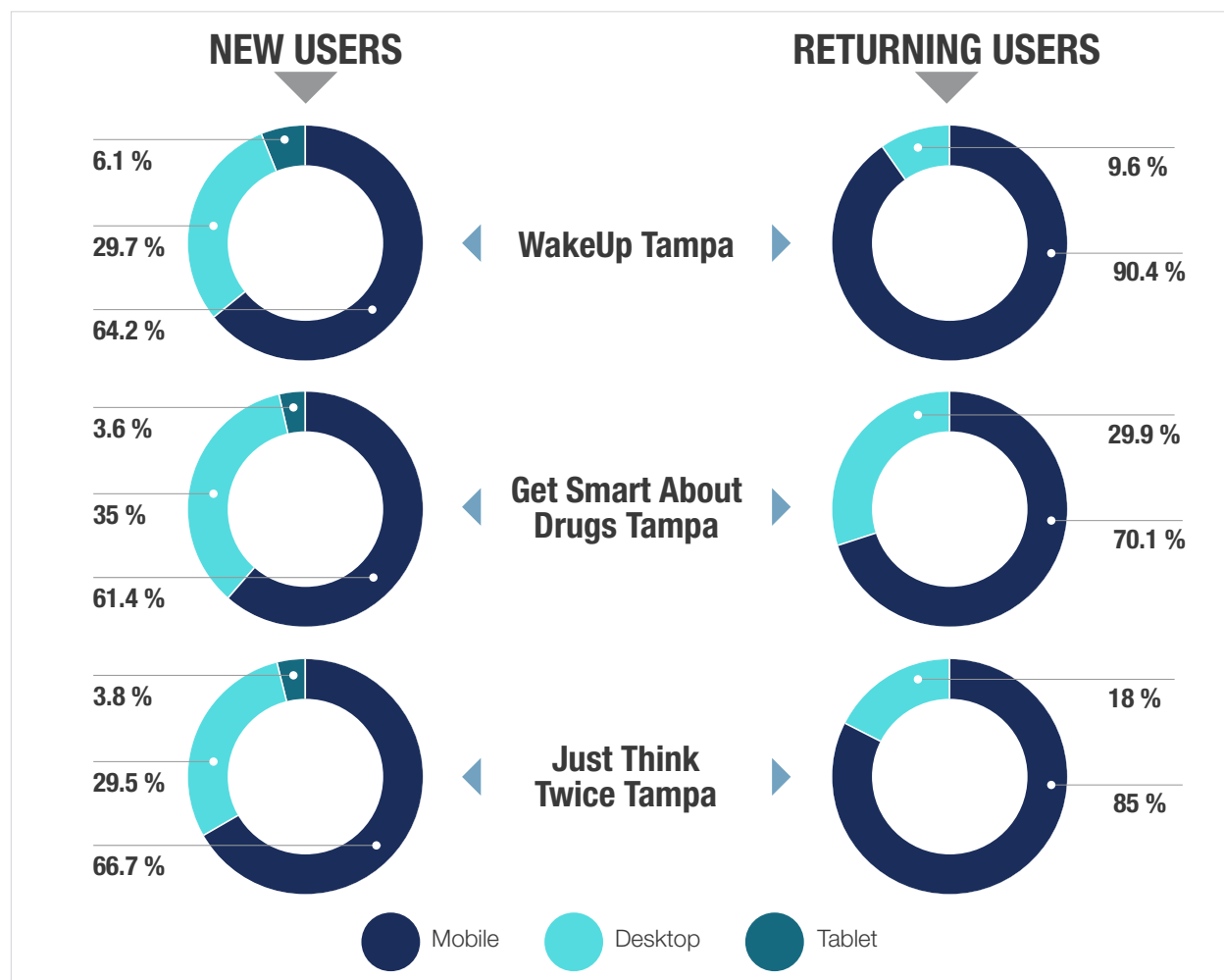
The majority of visits to the WakeUp Tampa website occurred from late July through November, during the WakeUp Tampa paid media campaign run by A. Bright Idea. There was a spike in sessions on July 29 across all of the microsites, driven by Facebook paid advertisements. There were no noticeable increases in traffic related to any specific DEA 360 event, including the media kickoff.

Why This Matters:

- Examining website traffic can provide insights that lead to deeper dives into the data and more meaningful insights. These data are also useful for checking the health of a campaign as it is ongoing and making adjustments as needed for outreach.
- Increases in website traffic did not seem to align with any DEA 360 events, and the larger events seemed to have little impact on driving website sessions. This disconnect between elements of the larger campaign and the websites built for the campaign indicates that the microsites were not woven into outreach or messaging efforts effectively.
- While the WakeUp Tampa microsite saw the highest amount of traffic among the three microsites, it did not effectively drive traffic to Just Think Twice Tampa and Get Smart About Drugs Tampa.

User Characteristics

Device Usage by Sessions and New/Returning Users



Across all of the microsites, more sessions occurred on mobile devices than any other device category. This is not surprising, as the number of Americans who use their mobile device as their **main means of accessing the internet** has increased over the past 15 years, particularly among low socioeconomic populations.¹⁰ Additionally, for WakeUp, the vast majority of website users coming from paid media tactics were on mobile devices. This highlights the need for any web-based resources to be mobile-friendly. However, the WakeUp microsite's mobile responsiveness is not ideal, meaning that it does not adjust enough to be readable for users who access it on mobile or tablet devices. Examining the type of user each website receives, there is a fairly large segment of users who are also returning users for Get Smart About Drugs Tampa and Just Think Twice Tampa, from 18 percent to 30 percent, meaning they have frequented the website more than one time during the analysis period.

Recommendations:

- Due to mobile responsiveness issues, the text and images on the WakeUp microsite are small and almost impossible to read. Over 64 percent of WakeUp sessions occurred on mobile devices, driven mostly by digital paid media, so it is likely those users did not have a good website experience and were more likely to leave without accessing the other microsites. Ensure in future campaigns that all websites are fully mobile responsive.
- Ensure content is fresh on the homepages of the Get Smart About Drugs Tampa and Just Think Twice Tampa websites, to cater to return users.

Acquisition

Google organic search and non-paid search visits from Google are typically main ways health interventions or campaigns garner users. While Google organic search was a primary way users reached the Get Smart About Drugs Tampa and Just Think Twice Tampa sites, it was not as influential for WakeUp. Users from Google organic search had higher bounce rates and lower pages per session than other acquisition sources across all the sites. This could indicate either a disconnect between what the user searched for and the information they found on the microsite or that they found exactly what they needed when arriving on the site and left. It may actually be the latter, as users typically entered the Get Smart About Drugs Tampa site on pages like "What You Should Do With Your Unused Meds" and "Naloxone" and entered the Just Think Twice Tampa site on pages like "IAN EACCARINO, 20, HEROIN." These content pages either have clear content that does not require additional user action (unused meds) and directs users to visit other websites for more information (Naloxone), or do not have clear "next steps" for users to take on the website and engage with more content (Ian's story).

While not a large percentage of users made it from WakeUp to the other sites, those who did had strong website engagement compared to other acquisition sources.

Traffic from Facebook paid ads produced the second lowest conversion rate (rate of sessions on WakeUp to clicks to visit the other microsites) than other sources, with only 70 clicks to Get Smart About Drugs Tampa and 36 clicks to Just Think Twice Tampa.

Paid banner ads drove only 34 clicks to Get Smart About Drugs Tampa and 5 clicks to Just Think Twice Tampa. In both cases, there was likely a disconnect between the messaging/creative in the posts/ads and user expectations for the WakeUp site.

On the Just Think Twice Tampa site, the top acquisition source was "Direct." Direct visits are traffic where Google Analytics cannot determine a specific source. This includes visits where a user manually inputted the website URL, had the URL bookmarked, visited from a mobile application, visited from paid advertisements that were not properly tagged with campaign source information, or a number of other reasons. Direct visits are hard to analyze, as they provide no context to the website visit. It is impossible to tell what outreach tactics did or did not drive microsite traffic (except for Google paid search, some display ads, and a few of the online radio/video ads, which Google Analytics automatically identifies).

Earned media (news media) was not a driver of organic traffic to any of the websites. It seems that most earned media articles did not explicitly link back to any of the microsites, so direct attribution of their influence cannot be measured.

For the WakeUp website, paid media was definitely the most significant contributor to traffic. From the data that are available for analysis, banner ads drove the most sessions (3,468) to WakeUp, followed by Google paid search (2,647), and Facebook ads (1,940 sessions). Users coming from Google paid search were also more likely than users coming from other paid media tactics to click on the links to either Get Smart About Drugs Tampa (958 clicks) or Just Think Twice Tampa (264 clicks). However, this click data does not match acquisition data for Just Think Twice Tampa or Get Smart About Drugs Tampa, which indicate many fewer visits from the WakeUp site. It is possible that the event (custom metric) that collects this click data is not implemented correctly or that some traffic from the WakeUp site is coming in as direct for the other two microsites. As noted previously, banner ads and Facebook ads were not effective in driving clicks to the other microsites on WakeUp.

Why This Matters:

- Understanding how users arrive on the microsites can help to refine or optimize outreach strategies, identify potential partners (websites linking to your site), and learn what sources are driving the best website engagement.
- Because some of the paid media, social media, or e-mail links did not include tracking parameters, only a partial accounting of the outreach strategies that did or did not drive website visits and engagement could be undertaken.
- Organic search can potentially be an important driver of website traffic for all of the microsites. There are things that can be done on the website to help increase traffic from organic search. Known as search engine optimization (SEO), these content and technical improvements can help the search rankings of DEA 360 microsite pages.
- For most paid media tactics, once users clicked an ad and arrived on the WakeUp website, further engagement seemed to dry up.

Geographic Location

The WakeUp Tampa microsite had the highest percentage of website sessions that came from Florida, when compared to the other microsites. Looking at the entire DMA for Tampa Bay-St. Petersburg, 75 percent of Florida sessions came from this area (4,396 sessions), which indicates the cities and towns in the Tampa region were reached.

While Tampa led all Florida cities for website visits, Orlando and St. Petersburg also had high numbers of visits (712 and 274, respectively), while smaller cities made up the remaining distribution of Florida visits.

Geographic Site Behavior

MICROSITES	TOP VISITED WEBSITE CONTENT (PAGE VIEWS)	OUTBOUND LINK CLICKS	YOUTUBE VIDEOS
WAKEUP TAMPA	N/A	<ul style="list-style-type: none"> OVERALL: 1,427 TOP CLICKED LINK: HTTPS://WWW.GETSMARTABOUTDRUGS.GOV/TAMPABAY (523 CLICKS) 	N/A
GET SMART ABOUT DRUGS TAMPA	<ul style="list-style-type: none"> GET SMART ABOUT DRUGS TAMPA BAY (695) LOCAL, STATE, AND NATIONAL RESOURCES (651) FIND TREATMENT (187) EVENTS (173) RESOURCES (127) 	<ul style="list-style-type: none"> OVERALL: 438 TOP CLICKED LINK: HTTP://HCADA.COM (65 CLICKS) 	<ul style="list-style-type: none"> OVERALL VIDEO VIEWS: 65 TOP VIDEO: DEA 360 TAMPA (50 VIEWS)
JUST THINK TWICE TAMPA	<ul style="list-style-type: none"> JUST THINK TWICE TAMPA BAY (298) IAN EACCARINO, 20, HEROIN (61) THE FACTS (50) GET HELP (45) OPIOIDS: HOW MUCH DO YOU REALLY KNOW? (44) 	<ul style="list-style-type: none"> OVERALL: 59 TOP CLICKED LINK: HTTP://WWW.JUSTICE.GOV/DEA/CAREERS/OCCUPATIONS.SHTML (9) 	<ul style="list-style-type: none"> OVERALL VIDEO VIEWS: 34 TOP VIDEO: ELKS DRUG AWARENESS: FACING ADDICTION (SQUAD VLOGS) (15 VIEWS)

The only intended user behavior on the WakeUp website was to visit one of the two other microsities, which was analyzed in the sections above. However, it is worth noting that a second link to the Get Smart About Drugs Tampa site, leading users directly to the local resources section on the resources page, was clicked almost as much as the link to the homepage of the WakeUp site.

Both the Get Smart About Drugs Tampa and Just Think Twice Tampa websites featured a number of different downloadable PDF documents, YouTube embedded videos, and links to news articles or websites with additional opioid addiction support services. However, the event to collect data on material downloads was not enabled for any of the sites, so material download data is not available.

The top-clicked outbound link (links to other websites) on Just Think Twice Tampa was a link found in the footer of the site, to a page with DEA job opportunities. This link was actually a large button, which made it more prominent than other links found on the site. This link was not included on the Get Smart About Drugs Tampa site. The top-clicked outbound link on the Get Smart About Drugs Tampa site was to the Hillsborough County Anti-Drug Alliance. This was featured on the Local Resources section of the Resources page and was likely clicked as much as it was due to users coming directly from the WakeUp site to this page.

The YouTube videos seemed to have fairly low views, based on the prominent placement of video content on the homepages of both websites and number of users who could have interacted with the videos.

Looking at the top content across the microsites, it is very clear that users on Get Smart About Drugs Tampa are looking for information on resources and treatment. The link on the WakeUp site directly to resources on Get Smart About Drugs Tampa, as well as the prominent link to local substance misuse resources on the homepage, seemed to align with user needs and likely led to this content being viewed more than other content. On Just Think Twice Tampa, the homepage was the top page by a wide margin, but the lack of page views on other content implies that users ended their website visit on the homepage and likely did not have their informational needs met.

Why This Matters:

- Event data goes beyond telling you what pages users visited by providing data on what users did on a particular page on each microsite.

CENTER ON ADDICTION EFFORTS

Center on Addiction ran outreach efforts throughout the analysis period. From October 1, 2018 (start of the 2018–19 fiscal year), through the end of February 2020, 256,286 Floridians visited [Drugfree.org](https://www.drugfree.org) (counting unique users). They also provide a Helpline service, which supports families affected by a son or daughter's substance use. From January 1, 2019–February 2020, 145 Florida families received support through this service.



Lessons Learned

The following lessons learned and recommendations are based on feedback from community respondents.

1

Rely on the expertise of coalitions and local organizations

DEA should continue to rely on the expertise of local coalitions who have a depth of expertise and familiarity in the community. In the Tampa Bay region, the participating coalitions have existing partnerships and structures (Listservs and regular meetings) that help support DEA and identify relevant participants with vested interest for DEA 360 activities. DEA 360 in Tampa was successful because DEA found ways to support or augment the existing coalition, rather than create duplication. Community respondents applauded DEA's respect for their existing role in the community and DEA's willingness to partner in meaningful ways. DEA should remain cognizant of the volunteer nature of coalitions. Typically, members' involvement is beyond the scope of their regular work, so efforts should support their work and meet the needs of the community.

“[My] top recommendation is to respect the opinions of the local coalitions, the people who have been doing this community outreach work ... Trust the opinions of those local coalitions. And trust is a part of respect in that regard ... start off this planning process with defining what success looks like and agreeing on that definition.”

– Community respondent

2

Promote appropriate messaging to the community

Messaging to the community is a critical part of the 360 Strategy—this includes the development of resources, fliers, and informational material that will resonate with various stakeholders. Community respondents reflected on what they consider to be best practice when it comes to messaging. For example, messages to the community, such as flyers for trainings or e-mail invitations to events, should encourage protective factors rather than scare tactics. Similarly, messaging for potential stakeholders, including prevention staff or faith-based leaders, should communicate the expectations and scope of DEA 360 so partners have a clear understanding.

Some respondents noted some initial challenges with the messaging they received, or the perceived intensity/lack of flexibility with the DEA 360 message. However, there were also several instances where respondents noted that DEA staff were able to successfully pivot to respond to their concerns. For example, over time DEA was able to build a relationship with the schools, but the lack of familiarity with DEA 360 presented as an initial challenge. Schools pushed back at some of the initial messaging that was presented to them. However, DEA was able to successfully incorporate feedback from the school representatives and adjust their messaging. Ultimately, DEA was able to accommodate the needs of the school personnel and the priorities of the 360 Strategy. Leaders from the four school districts were instrumental in the DEA 360 Youth Summit. This proved to be an excellent opportunity to demonstrate a united front with the schools—two superintendents, a school board member, an assistant superintendent, and a chief of schools were all included as speakers.

DEA representatives should focus on the intersectionality of the opioid epidemic and other priority areas. For example, within the schools there should be an acknowledgment of how this initiative may relate to educational outcomes. Similarly, DEA should remain conscious of the overlap of mental health and substance misuse and promote positive messaging that embraces cofounding issues. This is especially important when trying to work with the prevention and treatment communities.

3

Lesson Learned – Ongoing Communication

Individuals who were included in planning sessions for DEA 360 events felt that efforts were well organized and communicated. A respondent noted that there was “open communication ... sending out e-mails, keeping people informed, letting them know when the next online meeting would be and tracking progress towards the goals of each event.” To maintain ongoing communication with the larger community, DEA shared a photo collage with partners following all events.

However, some community organizations that were not directly involved in ongoing planning meetings noted that they felt more disconnected from the DEA 360 activities. Some respondents struggled to understand their role or the expectations for their participation. A community respondent recommended having more consistent communication with providers so they could have adequate time to reach out to families/community members to recruit them for activities.

“... having a pre-communication or maybe a little bit more information about how we’re really going to break down what’s about to happen would better equip the people who were there and allow them to kind of say: yes, I am in, or no, I can’t commit to that.”

— Community respondent

4

Address the reputation and perception of DEA

Community respondents reflected on the reputation and image of DEA in the community. For example, when recruiting for a youth event, some schools were unwilling to participate because they were unfamiliar with the initiative. One representative described that the schools “did not believe” her when she was trying to recruit youth. DEA should continue to have an active role in recruitment and not rely solely on the community partners. DEA must build trust among the community in order to recruit. Several respondents also noted that the “chain of command” among DEA to reviewing outgoing materials and the limited scope of the program (e.g., only opioids and substance misuse, without recognition of related issues) seemed to slow down the process. When partnering with community-based organizations, DEA should continue to reflect on the way that opioids may intersect with other populations/priorities (e.g., mental health, trauma, veterans, homelessness) and be flexible to highlight these related issues.

5

Provide opportunities for training and education

DEA should continue to seek out opportunities to reach community members to provide education and training opportunities. In Tampa, several respondents described the Center on Addiction trainings as a major success because they provided individuals with information in the community where they live. These trainings were so well received that they actually expanded the number of trainings to include additional individuals. While some respondents were surprised by how little people actually knew, they were pleased that DEA was helping to disseminate timely information and resources to the community. Several interviewees noted the importance of tapping into existing groups, or promoting materials where people frequently visit.

6

Include individuals with a personal connection

Several interview respondents stated that their motivation to become involved with DEA 360 was a result of their personal story—in particular, losing a loved one to addiction or substance misuse. These personal stories are vital to engaging individuals and help community members to build a connection to the cause. A respondent praised the experience of the parent coach training—the respondent described this as an incredibly meaningful training opportunity. The respondent applauded the quality of the trainers, the resources, and the content. As a result of the respondent's personal connection to the opioid epidemic, they have been able to provide support to other families. DEA should identify additional opportunities to expand on the parent coach training model to include individuals with lived experience. A respondent noted the importance of connecting with groups like Alcoholics Anonymous, Al-Anon, Narcotics Anonymous, and Nar-Anon to build up the workforce of peer recovery coaches. She said, “Offering this opportunity to folks who are living in recovery would be a great expansion [for] continued success to the DEA to really identify and capitalize on the folks that have been affected. Not so much the professionals, but the folks that have been affected by substance use or overdose in the community.” These peers will hold an important role in continuing to connect personal stories and highlighting recovery and triumph.

7

Develop culturally appropriate resources

The local DEA office advocated for the development of resources in English and Spanish. The local office found opportunities to reach Spanish-speaking residents, but were limited by not having accompanying resources. DEA should consider the development of culturally appropriate resources that meet the needs of the communities being served. DEA should seek opportunities to identify the cultural groups affected by the opioid epidemic in particular communities and tailor resources as necessary. While Tampa had a strong need for Spanish language resources, other populations may present higher need in other communities, and materials should reflect those groups.

Appendix A.

METHODOLOGY

To evaluate and disseminate findings related to the community outreach portion of the DEA 360 Strategy in Tampa, ICF implemented a mixed-methods approach for metrics compilation and analysis.

METRICS COMPILATION

The metrics compilation was conducted over two tasks:

1. Provision of metrics from program facilitators
2. Community interviews

Provision of Metrics From Program Facilitators

Individual discussions were held between the ICF team and four program facilitators implementing outreach activities in Tampa. These discussions focused on metrics availability and format, as well as timelines for metrics delivery to ICF. The program facilitators and DEA Tampa office collected metrics throughout implementation of the DEA 360 Strategy.

Following the individual discussions, designated representatives of the program facilitators provided the agreed-upon metrics to the metrics compilation lead at ICF via e-mail. The metrics compilation lead assessed the completeness of the metrics, organized the metrics according to content and analysis area, and provided the compiled metrics to the analysis team.

COMMUNITY INTERVIEWS

ASAC Furgason provided recommendations for community interviewees. Interviewees were invited to participate in the community interviews via e-mail. During March–April 2020, nine community interviews, lasting 60 to 90 minutes, were conducted via telephone. ICF used an interview guide that assessed key domains related to implementation of the DEA 360 Strategy in Tampa, including perceived reach and impact, partnerships and collaborations, facilitators and barriers to implementation, technical assistance and support needs, and lessons learned. Each community interview included a lead interviewer; interviews were recorded and transcribed.

METRICS ANALYSIS

The metrics analysis was conducted over three tasks:

1. Social media, traditional media, and digital metrics analysis
2. Outreach activities analysis
3. Community interview analysis

Social Media, Traditional Media, and Digital Metrics

Website data were collected using Google Analytics data from the DEA accounts. Traditional media data were provided by a number of sources, including the local DEA office and A. Bright Idea. Social media data were provided using the social media listening tool Netbase. Paid media data, including digital advertising, billboard, and PSAs, were provided by A. Bright Idea and Center on Addiction.

Outreach Activities

Outreach activities included in this analysis were YDP attendance, youth retention, and performance dates; presentations given by DEA staff; training of trainers events conducted by DEA staff; youth summit attendance; and meetings with local partners, stakeholders, and coalitions. An analysis of the types of organizations involved in DEA 360 events and trainings was performed to determine completeness and appropriateness to the DEA 360 objectives. A qualitative synthesis of community presentation themes, training topics, and meeting agendas was conducted and mapped to DEA 360 outreach objectives.

Appendix B.

GLOSSARY OF TERMS

Added-value: Includes free air time or spots.

Average session duration: The total duration of all visits divided by the total number of visits.

Bounce rate: The percentage of visitors to a particular website who navigate away from the site after viewing only one page.

Call to action: Aims to persuade a viewer to perform a certain act.¹ In the case of the billboard campaigns, the call to action was to visit a website or call 211 for help.

Click-through: Clicks on a link included in outreach material to a specific digital asset, such as a website. In the case of this effort, click-throughs were links back to the microsite.

Digital impression: When an advertisement or any other form of digital media renders on a user's screen. Impressions are not action based and are merely defined by a user potentially seeing the advertisement, making cost per thousand impressions campaigns ideal for businesses intent on spreading brand awareness.²

Earned media: Media relies on public or media relations to gain coverage about the event or effort—this may be online or offline.³

Frequency: The average number of times a person was exposed to the media asset.

Impact: Short-term and long-term changes on the community as a result of DEA 360—this may be related to sustainability of the DEA 360 activities.

Impressions: The number of times a person passed and potentially saw a media asset.

Owned media: Content, such as websites or blogs, that the brand or organization controls.

Pages per visit: The total number of page views divided by the total number of visits.

Page views: The number of times a specific webpage is accessed. A page may be viewed multiple times in a single visit.

Paid media: Paid or sponsored media is when a third-party channel is leveraged through sponsorship or advertising.⁴

Potential impressions: Calculated by adding up the total followers of each Twitter author for a specified topic and time period.

Reach: Number of people exposed to the various components of DEA 360 (e.g., number of people trained, number of youth participants in the Youth Dance Program, and the reach/frequency of the PSAs).

Shared media: Requires participation and interaction with consumers—this includes a variety of social media sites, such as Facebook and Twitter. Shared media is often inspired by paid or owned media.

Train-the-trainer: A learning technique that teaches students to be teachers themselves.⁵

Video pre-roll: Brief advertisement that appears before online video.

Visitors: The number of unique individuals who visit the website. Visitors are determined by IP address.

Visits: The number of times the website is accessed.

¹ Marketing Terms. (n.d.). *Call to action*. Retrieved from https://www.marketingterms.com/dictionary/call_to_action/

² Big Commerce. (n.d.). *Understanding impressions in digital marketing*. Retrieved from <https://www.bigcommerce.com/ecommerce-answers/impressions-digital-marketing/>

³ Odden, L. (n.d.). *Paid, earned, owned & shared media—What's your online marketing media mix?* Retrieved from <http://www.toprankblog.com/2011/07/online-marketing-media-mix/>

⁴ Campbell, A. (2013). *What is "owned, earned and paid media"?* *Small Business Trends*. Retrieved from <https://smallbiztrends.com/2013/08/what-is-owned-earned-paid-media.html>

⁵ Simplicable. (2012). *What train the trainer really means*. Retrieved from <https://business.simplicable.com/business/new/what-train-the-trainer-means>

Appendix C.

ADDITIONAL MEDIA METRICS

Table 1: Digital Billboard Metrics

Outdoor Unit	Location	Run Date	Impressions
Digital Billboard	SR 580 Memorial Hwy	8/5-9/1	582,024
Digital Billboard	Dale Mabry Hwy	9/2-11/24	823,104
USF Sports Sponsorship	Football/Basketball Venues	9/1-11/24	245,687
Totals			1,650,815

Table 2: How Users Got to the Microsites

Microsites	Top Referrers	Sessions	Users	Bounce Rate	Pages per Session	Average Session Duration
WakeUp Tampa	Banner Advertisements	3,468	2,943	76%	1.31	0:18
	Google Paid Search	2,803	2,647	94%	1.07	0:10
	Facebook Ads	1,940	1,898	97%	1.03	0:06
	Direct	844	744	92%	1.20	0:30
	Google Organic Search	394	321	87%	1.15	0:35
Get Smart About Drugs Tampa	WakeUp Tampa Website	604	426	67%	2.02	1:40
	Direct	397	321	44%	2.81	1:57
	Google Organic Search	90	89	86%	1.47	0:27
	Facebook	9	9	56%	1.78	0:26
	Bing Organic Search	9	8	44%	2.33	2:00
Just Think Twice Tampa	Direct	162	138	49%	2.30	1:51
	Google Organic Search	138	128	80%	1.52	0:37
	WakeUp Tampa Website	62	57	45%	1.98	2:36
	Facebook	3	3	33%	3.00	3:00
	Bing Organic Search	1	1	100%	1.00	0:00

Table 3: Geographic Location of Website Visits

Website	Visits From Florida	Visits From Tampa	% of All U.S. Website Visits Coming From Florida/Tampa
WakeUp Tampa	5,878	1,360	60%/14%
Get Smart About Drugs Tampa	866	238	79%/22%
Just Think Twice Tampa	232	75	66%/21%

Appendix D.

ENDNOTES

- ¹ Centers for Disease Control and Prevention, National Center for Health Statistics. Multiple Cause of Death 1999-2017 on CDC WONDER Online Database, released December 2018. Data are from the Multiple Cause of Death Files, 1999-2017, as compiled from data provided by the 57 vital statistics jurisdictions through the Vital Statistics Cooperative Program. Accessed from <http://wonder.cdc.gov/mcd-icd10.html> on September 20, 2019.
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